

The Influence of Real Estate Sales Manager's Supervisory Behaviors on the Role Clarity and Job Satisfaction of Real Estate Salespeople

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Abstract

This study examined the influence of the sales manager's supervisory style on the role clarity and job satisfaction of a group of full-time real estate salespeople. The results show that the salesperson's self-esteem, need for role clarity, experience, and self-perceived performance moderate the relationship between supervisory behaviors and salespeople's job attitudes. Real estate salespeople have more positive job attitudes when the sales manager is supportive of their behavior rather than when the sales manager tries to structure their jobs.

Introduction

Research has shown that the sales manager can influence a salesperson's job satisfaction and performance by concentrating on three variables: (1) individual characteristics such as the salesperson's self-esteem (Kholi 1985; Teas 1981) and role perceptions (Churchill, Ford, and Walker 1986; Darden, Hampton, and Howell 1989; Dubinsky and Hartley 1986; Teas, Wacker, and Hughes 1979); (2) task characteristics (Dubinsky and Skinner 1984; Teas 1981; Tyagi 1982); and (3) the sales manager's behaviors (Darden, Hampton, and Howell 1989; Khoil 1985; Kholi 1989; Teas 1983; Tyagi 1982).

The sales manager can play an important leadership role in motivating the sales force (Tyagi 1982). For example, in one study leadership was ranked as the most factor in managing a sales force (Futrell 1988). The effects of supervisory behaviors on employees job attitudes has been studied extensively; however, few researchers have examined the relationship between supervisory behaviors and job attitudes in the real estate industry. There is a need for research to determine if supervisory behavior is an important variable to study considering that real estate agents often work without direct supervision.

The purpose of this study is to investigate how supervisory behaviors affect job satisfaction and role clarity of real estate salespeople. In particular, this

study will test the conceptual framework developed by Kholi (1989). He showed how four job-related variables (i.e., self-esteem, need for clarity, experience, self-perceived performance) moderated the relationship between supervisory behaviors and job satisfaction and role clarity of salespeople.

Literature Review

The first part of the literature review will examine the influence that role clarity and job satisfaction have on salespeople's job attitudes. The second part of the literature review will discuss the role of supervisory behaviors on salespeople's work attitudes.

Role Clarity and Job Satisfaction

Role clarity exists when the salesperson has adequate information to perform the job (Teas, Wacker, and Hughes 1979). Salespeople who are given clear directions on how to perform their jobs will have positive job outcomes (Behrman and Perreault 1984). Conversely, an employee who lacks clear information about role expectations (role ambiguity) will have lower job satisfaction, self-esteem, and organizational commitment (Van Sell, Brief, and Schuler 1981).

Global job satisfaction is "an employee's affective

reactions to the work situation" (Dubinsky and Skinner 1984). Employees who are dissatisfied have lower commitment to the organization (Hunt, Chonko, and Wood 1985) which leads to higher turnover (Futrell and Parasuraman 1984; Lucas, Babakus, and Ingram 1990).

A factor that can influence the role clarity and job satisfaction of salespeople is the behavior of the sales manager (Kholi 1989). An important part of the sales manager's job, therefore, is to ensure that salespeople are satisfied and given clear direction on how to perform their jobs.

The research on supervisory behaviors in a sales environment has identified two leadership styles--initiation of structure and consideration--that influence a salesperson's job attitudes. The research on how supervisory initiation of structure influences a salesperson's job attitudes is discussed below.

Supervisory Initiation of Structure

Initiation of structure is the degree to which the sales manager defines and structures the salesperson's job (Schermerhorn 1989). House and Mitchell (1974) contend that a directive style of leadership is appropriate when the subordinate's tasks are unclear (e.g., when the subordinate is experiencing role ambiguity). Walker, Churchill, and Ford (1975) have hypothesized that employees who are unclear on how to perform their jobs will have lower motivation and job satisfaction. Research in both nonselling occupations (e.g., Cummings, Jackson, and Ostrom 1989; Kahn et al. 1964; Rizzo, House, and Lirtzman 1970; Schuler 1975) and selling occupations (e.g., Churchill, Ford, and Walker 1976; Donnelly and Ivancevich 1975) has strongly supported this hypothesis. Therefore, the sales manager needs to ensure that salespeople have clear instructions on how to perform their jobs.

Several studies have shown how a manager high in initiation of structure can effect a subordinate's job attitudes. O'Reilly and Roberts (1978) found that a supervisor high in initiation of structure had a positive influence on employees' attitudes under certain conditions. Subordinates who desire career advancement relate positively to a supervisor high in initiation of structure, because the manager can show the subordinates the way that desired outcomes can be achieved.

Churchill, Ford and Walker (1976) found that closeness of supervision was positively related to job satisfaction. These researchers concluded that salespeople were happier when their sales manager monitored their performance more closely. In other words, the impact that supervisory initiation of structure has on an employee's job attitudes may be moderated by other variables. The next part of the literature review examines how four

salesperson-related variables moderate this relationship.

Moderators of Initiation of Structure

According to Kholi (1989), four variables moderate the relationship between supervisory behaviors and a salesperson's role clarity and job satisfaction. Kholi's conceptual framework is presented in Figure 1. A discussion of the variables is presented below.

Self-Esteem. Self-esteem is a measure of self-worth (Pierce et al. 1989). High self-esteem workers perceive themselves as competent individuals and, hence, will have higher job satisfaction and performance than will low self-esteem workers (Pierce et al. 1989). In addition, high self-esteem employees have lower perceived stress which, indirectly, causes them to have higher job satisfaction (Howell, Bellenger, and Wilcox 1987).

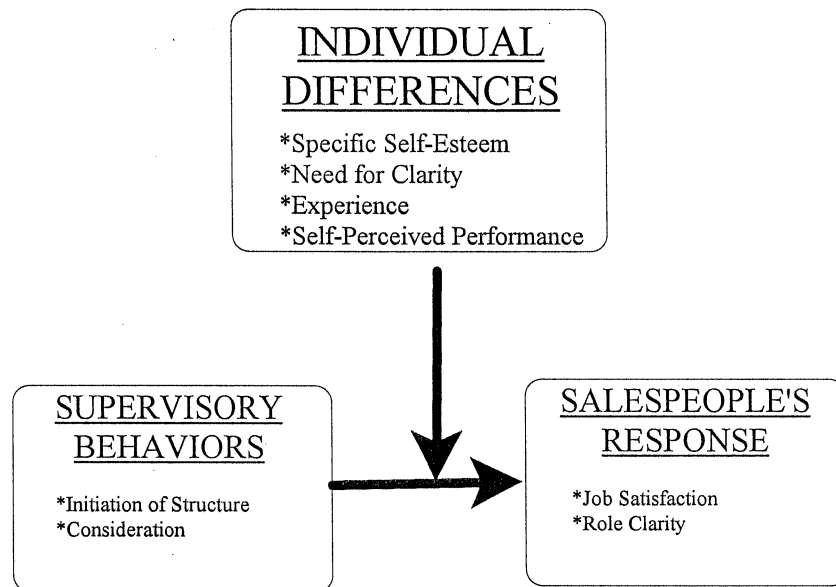
Low self-esteem individuals have lower levels of motivation (Hollenbeck et al. 1988). Salespeople who have low self-esteem will view a directive style of leadership as a positive influence on their behavior (House and Mitchell 1974). Therefore, real estate salespeople who are low in self-esteem may need guidance from the sales manager to increase their job satisfaction and performance. Based on the literature review, the following hypotheses are offered to be tested:

- H_{1a}: The relationship between supervisory initiation of structure and real estate salespeople's role clarity is stronger for low self-esteem real estate salespeople than for high self-esteem real estate salespeople.
- H_{1b}: The relationship between supervisory initiation of structure and real estate salespeople's job satisfaction is greater for low self-esteem real estate salespeople than for high self-esteem real estate salespeople.

Need For Clarity. According to Lyons (1971), role ambiguity is a problem for employees with a high need for clarity. For example, Behrman, Bigoness, and Perreault (1981) found that salespeople with a high need for clarity had lower performance than did salespeople with a low need for clarity. Therefore, employees with a high need for clarity will be more satisfied with a supervisor who directs their behavior. Inversely, salespeople who have a low need for clarity will resent a sales manager who closely supervises their behavior. The literature review suggests the following two hypotheses:

- H_{2a}: The relationship between supervisory initiation of structure and real estate salespeople's role

FIGURE 1
Conceptual Framework



clarity is greater for real estate salespeople who have a high need for clarity than for real estate salespeople who have a low need for clarity.

H_{2b}: The relationship between supervisory initiation of structure and real estate salespeople's job satisfaction is greater for real estate salespeople who have a high need for clarity than for real estate salespeople who have a low need for clarity.

Experience. Experience of the employee may neutralize the behavior of a task-oriented style of leadership (Kerr and Jermier 1978). Salespeople are likely to experience role ambiguity because of poor training, lack of close supervision, or absence of a clear role definition (Dubinsky and Skinner 1984). In contrast, salespeople with more work experience probably will have a clearer perspective on how to perform their jobs than will less experienced salespeople (Behrman and Perreault 1984). Additionally, less experienced salespeople will have greater job satisfaction with the presence of close supervision to guide their behavior. Therefore,

H_{3a}: The relationship between supervisory initiation of structure and real estate salespeople's role clarity is greater for less experienced real estate salespeople than for more experienced real estate salespeople.

H_{3b}: The relationship between supervisory initiation of structure and real estate salespeople's job satisfaction is greater for less experienced real estate salespeople than for more experienced real estate salespeople.

Self-Perceived Performance. The behavior of the real estate sales manager does influence real estate salespeople's performance (Abelson, Kacmar, and Jackofsky 1990). Low performing salespeople should have a greater need and desire for initiation of structure to guide their behavior and, hence, increase performance. They will become dissatisfied if their performance is low. The literature review suggests the following hypotheses:

H_{4a}: The relationship between supervisory initiation of structure and salespeople's role clarity is greater for real estate salespeople with low self-perceived performance than for real estate salespeople with high self-perceived performance.

H_{4b}: The relationship between supervisory initiation of structure and real estate salespeople's job satisfaction is greater for real estate salespeople with low self-perceived performance than for real estate salespeople with high self-perceived performance.

Supervisory Consideration

Consideration deals primarily with psychological supportiveness and a leader's concern for group-member needs (Schermerhorn 1989). Research on salespeople has found that a leadership style of consideration is positively related to salespeople's job satisfaction (Johnston, Parasuraman, and Futrell 1989). House, Filley, and Kerr (1971), in a study that involved three companies, found that consideration and an employee's job satisfaction were positively correlated in each company but the correlations varied extensively within the three companies. O'Reilly and Roberts (1978) found that when their supervisor is high on consideration, employees have greater job satisfaction.

The relationship between the supervisor and the employee also influences the employee's role clarity (Teas 1983; Teas, Wacker, and Hughes 1979). For example, both Darden, Hampton, and Howell (1989) and Teas (1983) found that a considerate supervisory style was related positively to role clarity.

Moderators of Considerate Supervisory Behavior

Self-esteem. Research has found a positive relationship between job satisfaction and self-esteem (Greenhaus and Baldwin 1974). Employees with high self-esteem will display high job satisfaction while lower job satisfaction will be found among employees with low self-esteem (Korman 1970). In a study involving 255 employees working as salespeople and managers, Jacobs and Solomon (1977) found self-esteem to be a significant moderator of the job satisfaction-performance relationship. Kholi (1989) found that self-esteem moderated the relationship between a salesperson's job satisfaction and a considerate style of leadership. Salespeople with high self-esteem had greater job satisfaction than did salespeople with low self-esteem. Based on the literature review, the following hypotheses are offered to be tested:

H_{5a}: The relationship between supervisory consideration and real estate salespeople's role clarity is greater for high self-esteem real estate salespeople than for low self-esteem real estate salespeople.

H_{5b}: The relationship between supervisory consideration and real estate salespeople's job satisfaction is greater for high self-esteem real estate salespeople than for low self-esteem real estate salespeople.

Need for Clarity. Employees who experience uncertainty concerning how management expects them to perform their jobs will experience decreased job satisfaction (Churchill, Ford, and Walker 1976; Kahn et al.

1964; Rizzo, House, and Lirtzman 1970). O'Reilly and Roberts (1978), in a study of 579 people employed in naval aviation units, found that consideration was correlated with increased employee job satisfaction and performance. Salespeople who have a low need for clarity will be satisfied with a sales manager who is supportive rather than a sales manager who directs their behavior. The preponderance of evidence supports the following hypotheses:

H_{6a}: The relationship between supervisory consideration and real estate salespeople's role clarity is greater for real estate salespeople with low need for clarity than for real estate salespeople with high need for clarity.

H_{6b}: The relationship between supervisory consideration and real estate salespeople's job satisfaction is greater for real estate salespeople with low need for clarity than for real estate salespeople with high need for clarity.

Experience. Supervisory consideration has been shown to be related positively to the role clarity and job satisfaction of industrial salespeople (Kholi 1989). These results should be consistent with respect to the real estate industry. Experienced salespeople will resent a sales manager who monitors their behavior closely. In contrast to high experienced salespeople, low experienced salespeople will appreciate a sales manager who directs their behavior more than a sales manager who is supportive. Real estate agents with several years of experience are less likely to need a sales manager to direct their behavior than are salespeople with less experience. Experienced salespeople have the necessary knowledge and skills to handle problems that may arise. Therefore,

H_{7a}: The relationship between supervisory consideration and real estate salespeople's role clarity is greater for more experienced real estate salespeople than for less experienced real estate salespeople.

H_{7b}: The relationship between supervisory consideration and real estate salespeople's job satisfaction is greater for more experienced real estate salespeople than for less experienced real estate salespeople.

Self-perceived performance. Many studies have analyzed the relationship between job satisfaction and performance (Churchill et al. 1985). These studies have produced inconsistent results in regard to the relationship between these two variables (Behrman and Perreault 1984; Lusch and Serpenkenci 1990). In regard to real estate salespeople, Abelson, Kacmar, and Jackofsky (1990) found that job satisfaction did not influence

performance. The inconsistent results of past research may have occurred because job performance was analyzed as a direct predictor of job satisfaction.

Kholi (1989) found that self-perceived performance moderated the relationship between a salesperson's role clarity and supervisory consideration. Supervisory consideration was related more strongly to the role clarity of high performers than to the role clarity of low performers.

A salesperson who is a member of the "million dollar club" will resent close supervision. High-performing salespeople appreciate a supervisor who encourages them to maintain a high level of performance. Most real estate salespeople have a need for independence. Low performing agents, however, are probably more willing than high performing agents to allow the sales manager to monitor their behavior. Thus,

H_{8a} : The relationship between supervisory consideration and real estate salespeople's role clarity is greater for real estate salespeople who perceive themselves as high performers than for real estate salespeople who perceive themselves to be poor performers.

H_{8b} : The relationship between supervisory consideration and real estate salespeople's job satisfaction is greater for real estate salespeople who perceive themselves as high performers than for real estate salespeople who perceive themselves to be poor performers.

Methodology

Sample

Questionnaires were mailed to a random sample of 600 real estate salespeople who were members of a real estate association in a midwest state. Responses from salespeople who sold part-time were excluded from the analysis. A total of 169 usable questionnaires were returned (28.2%). The demographic characteristics of the sample were as follows: 124 respondents were females; the average age of the respondents was 46.8 years; they had an average of 13.7 years of education; and they had 6.6 years of real estate sales experience.

Measures

Each scale was tested for unidimensionality using factor analysis with varimax rotation. One item on the job satisfaction scale loaded on a second factor and was eliminated. All of the other items loaded on the appropriate scale. The reliability estimates using Cronbach's alpha for each scale are as follows: consideration (alpha = .86); initiation of structure (alpha =

.67); job satisfaction (alpha = .80; role clarity (alpha = .83); need for clarity (alpha = .78); self-esteem (alpha = .82) and self-perceived performance (alpha = .84); The measurement scales are explained in more detail below.

A 6-item scale developed by House and Dessler (1974) was used to measure supervisory consideration. The scale has been used in previous sales force research by Teas (1981) and Kholi (1989).

A 5-item scale developed by House and Dessler (1974) was used to measure supervisory initiation of structure. The scale has been used in previous sales force research by Teas (1981) and Kholi (1989).

Job satisfaction was measured using an 8-item scale developed by Price and Mueller (1986) to assess employee's global satisfaction with their jobs. The scale has been shown to be a valid measure of job satisfaction in prior research (Price and Mueller 1986).

A 6-item scale developed by Rizzo, House, and Lirtzman (1970) was used to measure role clarity. The scale was modified slightly to correspond to the real estate industry. The scale has been used in several studies involving salespeople (Dubinsky and Skinner 1984; Dubinsky and Hartley 1986; Kholi 1989). Additionally, the scale has demonstrated discriminant and predictive validity (Rizzo, House, and Lirtzman 1970; Teas, Wacker, and Hughes 1979) and construct validity (Behrman and Perreault 1984; Fry et al. 1986; Schuler 1975).

Self-esteem was measured using Rosenberg's (1965) 10-item scale. The scale has been used in prior research with workers employed in both nonsales-related research (Farh and Dobbins 1989; Frew and Bruning 1987) and sales-related research (Howell, Bellenger, and Wilcox 1987).

The need for clarity scale was developed using Kholi's (1989) format. The scale ascertained how important the salespeople believed it was to have information about certain aspects of their jobs as described in the role clarity scale. For example, the salespeople were asked how important it was to have received clear explanations of what has to be done in their jobs.

The salespeople's experience was measured by asking the respondents to tell the number of years they had been selling real estate.

Performance was measured using a 2-item self-rating scale. The salespeople were asked to rate their sales performance and their ability to obtain new property listings. The performance measures were developed after interviews with real estate sales managers. This survey involved salespeople throughout the state and,

therefore, a self-report measure of performance was used. Self-report measures of performance, however do not create an upper bias. For example, in an analysis of 166 studies on factors affecting sales performance, Churchill et al. (1985) found that self-report measures of sales performance did not appear to create an upward bias.

Statistical Analysis

In order to test how self-esteem, need for clarity, experience, and self-perceived performance moderated the relationship between supervisory behaviors and role clarity and job satisfaction among real estate salespeople a subgroup analysis was undertaken. First, the sample was ranked in ascending order for each moderator. Second, using the procedure employed by Kholi (1989), the two subgroups were formed using the top and bottom 35 percent of respondents for each of the four moderating variables. Two regression analyses were performed on the data. The first regression analysis was performed on the combined set of the subgroups. Another regression was performed on each of the subgroups. A Chow test (1960) was then used to test for a statistical difference between the regression

coefficient estimates of the two regression runs. This procedure was performed for each of the two dependent variables--job satisfaction and role clarity.

Results

The results are presented in Table 1. Some support was found for the moderating effects of self-esteem, need for clarity, self-perceived performance, and experience between supervisory behaviors of real estate managers as independent variables and the role clarity and job satisfaction of the salespeople as dependent variables. Specifically, the data supported H_{1b}, H_{4a}, and H_{8b}. Supervisory consideration was a significant influence on a salesperson's job attitudes in more of the hypotheses than was initiation of structure. The results for each of the hypotheses are explained in more detail below.

Moderating Effects of Self-esteem

Self-esteem had a moderating effect between a real estate salesperson's role clarity and supervisory behaviors (F = 6.39, p < .01). However, supervisory initiation of structure did not have a significant effect on the

TABLE 1
Regression Coefficients Across Low and High Levels of
Moderator Variables (Unrestricted Run)

Moderator Variable	Dependent Variable	R ²	Independent Variables			Chow Test
			Moderator Level	Initiation of Structure	Consideration	
Self-esteem	Role Clarity	.27***	Low	--	.42*	F=6.39*
			High	--	.35*	
	Job Satisfaction	.08*	Low	4.98**	--	F=15.4***
			High	--	--	
Need for Clarity	Role Clarity	.16***	Low	--	.26**	F=2.19
			High	--	.28**	
	Job Satisfaction	.06*	Low	--	--	F=5.88*
			High	--	--	
Experience	Role Clarity	.15***	Low	--	.61***	F=14.3***
			High	--	.26**	
	Job Satisfaction	.10**	Low	--	4.73***	F=4.85*
			High	--	--	
Self-perceived performance	Role Clarity	.15***	Low	.21*	.41***	F=9.78***
			High	--	.27**	
	Job Satisfaction	.05*	Low	--	--	F=8.18**
			High	--	1.85*	

--Dash indicates coefficient not significant at .05 level.

***p < .001

**p < .01

*p < .05

role clarity of low self-esteem salespeople or high self-esteem salespeople (see Table 1). Therefore, H_{1a} is rejected.

Support was not found for H_{5a} (see Table 1). Supervisory consideration was more strongly related to the role clarity of low self-esteem salespeople than to high self-esteem real estate salespeople. The results are in contrast to the hypothesized relationship.

The regression coefficient for supervisory consideration in the low self-esteem group of salespeople was .42 as opposed to a regression coefficient of .35 for the high self-esteem salespeople. The results indicate that both groups of salespeople respond better to a supervisory style of consideration but that the sales manager needs to be especially aware of the needs of salespeople with low self-esteem. A considerate supervisory style is better than supervisory initiation of structure to increase the role clarity of both low self-esteem and high self-esteem real estate salespeople.

Self-esteem had a strong, moderating effect between a real estate salesperson's job satisfaction and supervisory behaviors ($F = 15.4$, $p < .001$). Real estate salespeople with low self-esteem were more satisfied with their jobs than were real estate salespeople with high self-esteem when their sales manager defined and structured their jobs. Thus, H_{1b} was supported. The results do indicate that close monitoring of salespeople with low self-esteem can cause their job satisfaction to increase.

The data did not support H_{5b} (see Table 1). Supervisory consideration was not a significant predictor of the job satisfaction of real estate salespeople with either low self-esteem or high self-esteem.

Moderating Effects of Need For Clarity.

Need for clarity did not moderate the relationship between supervisory behaviors and real estate salespeople's role clarity ($F = 2.19$, not significant at $p < .05$). Therefore, H_{2a} and H_{6a} are rejected.

Support was not found for hypotheses 2_b and 6_b. Need for clarity did moderate the relationship between supervisory behavior and job satisfaction ($F = 5.88$, $p < .01$). Although the results of the chow test indicated a significant difference between the regression coefficients for the low and high subgroups in regard to job satisfaction, neither supervisory consideration nor initiation of structure were related significantly to the job satisfaction of real estate salespeople who have a need for clarity (see Table 1).

Moderating Effects of Job Experience

Job experience had a strong moderating effect on a salesperson's role clarity and the sales manager's behavior ($F = 14.3$; $p < .001$). However, supervisory initiation of structure did not have a strong effect on the role clarity of salespeople with either low experience or high experience. Thus, H_{3a} is not supported. Supervisory consideration had a significant, positive impact on the role clarity of both low and high-experienced salespeople. In contrast to the hypothesized relationship (H_{7a}), however, the relationship between supervisory consideration and real estate salespeople's role clarity was greater for less experienced real estate salespeople than for more experienced real estate salespeople (see Table 1). H_{7a} is, thus, rejected.

The experience level of the salesperson had a significant moderating effect between supervisory style and real estate salespeople's job satisfaction ($F = 4.85$, $P < .01$). However, the results found no support for H_{3b} and H_{7b} (see Table 1). Supervisory initiation of structure had no significant influence on the job satisfaction of salespeople with low experience or high experience. Salespeople with low experience had significantly higher job satisfaction when the sales manager's behavior was considerate than did salespeople with high experience.

The results indicate that real estate salespeople with low experience can be helped in understanding the tasks associated with real estate selling when the sales manager practices a considerate style of supervising rather than a leadership style of initiation of structure. Perhaps the nature of the real estate salesperson's job does not lend itself well to supervisory initiation of structure.

Moderating Effects of Self-Perceived Performance

Self-perceived performance had a strong moderating effect between supervisory behaviors and both the role clarity ($F = 9.78$; $p < .001$) and job satisfaction ($F = 8.19$; $p < .001$) of real estate salespeople. Support was found for H_{4a} . The relationship between supervisory initiation of structure and salespeople's role clarity was greater for real estate salespeople with low self-perceived performance than for real estate salespeople with high self-perceived performance.

Supervisory consideration had a significant influence on the role clarity of both high performing and low performing salespeople. The regression coefficient for supervisory consideration in the low performing group was .41 as opposed to a regression coefficient of .27 in the high performing group of salespeople. Consequently, H_{8a} is not supported.

H_{4b} is rejected. The relationship between supervisory initiation of structure and real estate salespeople's job

satisfaction was not greater for salespeople with low self-perceived performance than for salespeople with high self-perceived performance (see Table 1). Regardless of the performance level of the salesperson, real estate sales agents do not want their jobs structured. Real estate salespeople should be given freedom to structure their own jobs.

The results do indicate support for H_{8b} . Supervisory consideration had a greater impact on the job satisfaction of high-performing salespeople than for low-performing salespeople. The use of a consideration supervisory style had no significant influence on the job satisfaction of low-performing salespeople (see Table 1).

Implications For The Real Estate Industry

The results show that supervisory behaviors do influence the role clarity and job satisfaction of real estate salespeople in certain situations. Similar to the results in Kholi's (1989) study, the supervisory style of initiation of structure had less influence on the job attitudes of real estate salespeople than did supervisory consideration. In only two situations did initiation of structure have an influence on the behavior of this group of agents: (1) low self-esteem salespeople had higher job satisfaction than did high self-esteem salespeople; and (2) real estate salespeople with low self-perceived performance had greater role clarity than did real estate salespeople with high self-perceived performance. Generally the results indicate that real estate agents do not respond positively when their sales managers try to monitor their behavior closely. Regardless of the salespeople's self-esteem, need for clarity, experience, and self-perceived performance, the salespeople did not appreciate a supervisory style of initiation of structure.

Unlike supervisory initiation of structure, supervisory consideration did have a positive influence on the role clarity and job satisfaction of real estate salespeople. Supervisory consideration increased the role clarity of the salespeople in the following situations: (1) for salespeople with both low and high self-esteem; (2) when salespeople have both low and high experience; (3) and when the self-perceived performance of salespeople is both low and high.

Supervisory consideration also had a positive effect on the job satisfaction of real estate salespeople. High performers reported greater job satisfaction when the sales manager was supportive and considerate. The findings also show that the job satisfaction of less experienced salespeople can be increased when the sales manager's management style is considerate.

Suggestions For Future Research

Several areas exist for future research. First, researchers should examine the relationship between leadership style and facets of job satisfaction. This study employed an overall measure of job satisfaction. Analyzing the facets of job satisfaction (e.g., satisfaction with promotion, pay, or supervisor) may produce different results. Second, future research should replicate this study using a different measure of leadership style. Only two styles of leadership were measured in this study. Future research should analyze other supervisory behaviors such as conflict-handling or punitive behaviors. Third, prior research has produced inconsistent results regarding the effect of feedback on the job attitudes of salespeople. Therefore, additional research is needed to explain the moderating effect of supervisory feedback (both positive and negative) on the job satisfaction and role clarity of salespeople. ■

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